# Index

Entries are by paragraph number unless page is specified.

### Α

ADCON, 2-34, 2-36, 4-104 administrative movement, 7-45 agility, 3-12, 4-58-4-60, 12-58 force tailoring and, 4-101 hasty attacks and, 7-55 lines of operations and, 5-34 movement to contact and, 7-46 offensive planning and, 7-89 operational, 4-59 reconstitution and, 6-85 simultaneous operations and, 5-45 split-based operations and, 12-54 synchronization and, 4-65 tactical, 4-60 task organization and, 4-101 versatility and, 4-67 air and missile defense, 2-74, 4-23 air assault, 3-53, 7-11, 7-32 air defense, 4-23, 5-68 Air Force, 2-19-2-20, 2-72 alliance, 2-42, 2-43, page 2-14 ambush, 7-59, 7-64 amphibious assault, 2-22, 3-52 antiterrorism, 4-22, 9-37, 9-39 AO, 2-16, 2-17, 2-19, 4-69, 4-74-4-76. See also contiguous AO; noncontiguous AO area of influence and, 4-79 battlespace, relation to, 4-77, 4-78 civil considerations and, 5-18 CSS in, 12-47

CSS reach and, 12-4 defensive operations and, 8-8, 8-35, 8-53 home station and, 4-82 local population in, 6-72-6-74 mission and, 8-49 noncontiguous in envelopment, 7-32 nonlinear operations and, 7-28 offensive operations and, 7-2, power projection platform, 4-82 simultaneous operations and, 5-45 spatial categories, 4-83 AOR, 1-11, 9-5 combatant commander and, 1-11 COMMZ and, 4-70, 4-73 offensive planning and, 7-80 operational framework and. 4-70 theater of war and, 4-71 apportioned forces, 2-28 approach march, 7-45 area defense, 8-14-8-15, 8-20-8-21 CSS and, 12-30 decisive operation and, 8-36 defensive execution and, 8-66 enemy penetration and, 8-68 linear operations and, 8-44 mobile defense and, 8-20 area of interest, 4-21, 4-77, 4-79 ARFOR, 2-29, 2-38-2-41 C2 options for, 2-37

CSS responsibilities, 12-9, 12-41 counterair missions, 2-77 force refinement and, 3-32 operational design, and, 5-44 responsibilities within joint force, 2-38-2-40 versatility of, 4-68 arms control, disarming of belligerents and, 9-43-9-44 Army METL, 1-5-1-23. See also METL ARNG. 2-28 civil disturbance operations and, 10-29 counterdrug operations and, 10-27 DSO and, 10-11 response to WMD incidents and, 10-20 support to civil law enforcement and, 10-24 ARSOF, ARFOR C2 options and, 2-37, 2-40 capabilities of, 1-20 contribution to land force commanders, 2-26 FID and, 9-24 PME and, 1-12 stability operations, role in, support to insurgencies and, 9-34 ASCC, 1-20, 2-29, 2-35-2-36 ADCON and, 12-37 ARFOR C2 options and, 2-37 commander and, 2-36-2-37

ASCC (continued) capabilities provided through, 1-20 CSS planning and preparation, 12-9 **CUL** support requirements and, 12-41 force augmentation and, 3-32 force refinement and, 3-32 lead service CS responsibility and, 2-36 providing theater-level support, 2-37, 2-41 Title 10 support responsibility and, 12-38 transition and, 6-80 assessment, 3-8, 5-23, 6-1, 6-20, 6-90-6-94, 7-81 attacks and, 7-53 battle damage, 5-65 commander's intent and, 5-61 defensive operations and, 8-46 end state and, 5-27 METT-TC and, 5-9 operational risk, 5-40 PO and. 9-20 tasks of, 6-91 assigned forces, 2-28, 2-31, page 2-9 assisted entry, 3-49 asymmetry, 1-41, 4-109-4-114 force protection and, 4-22 information and, 11-6 operational approach and, 5-40 potential threat to US forces, 1-25-1-29 security and, 4-46 surprise and, 4-47 synchronization of maneuver and fires, 4-14 attack, 5-30, 5-42, 7-53-7-65, 7-104 audacity, 6-31, 6-39, 6-59, 7-20 exploitation and, 7-77

fratricide avoidance and, 4-27 meeting engagement and, 7-52 offensive operations and, 7-8 pursuit and, 7-76 augmentation forces, 2-28. page 2-9

#### В

battle(s), 2-5, 2-6, 2-10, 2-12,

2-14, 2-30, 5-73, 5-74, 7-6 campaign objective and, 2-14 decisive operations and, 4-84, 7-22 exploitation of, 2-7 operational maneuver and, 4-5 battle command, 5-1-5-74 communications and, 5-3, 5-69 decisions and 5-4 defensive execution and, 8-65 defensive planning and, 8-57 leadership and, 5-1, 5-6 operations process and, 6-1 signal support and, 5-69 battlefield organization, 4-83-4-99. See also close area: decisive operations; deep area; main effort; rear area; shaping operations; sustaining operations battlespace, 4-51, 4-77-4-82, 8-34, 11-77, 12-14 commander's vision and, 5-10, 5-11 CSS preparation and, 12-15 extension of, 12-46 home station and, 4-81 information environment and, 4-80, 11-8 information systems and, 11-4 media and, 5-21 monitoring, 6-36 perspectives and, 5-57 power projection platform and, 4-82

visualization of, 7-78 BOS, 4-65, 5-1, 5-9, 5-42, 5-61, 5-64–5-72, 6-59, page 5-14 boundaries, 4-75, 7-7, 7-93, 8-60 branches, 4-94, 6-18, 6-19, 8-68

#### C

C2, 5-71-5-72, 7-108, 8-76 anticipation and, 3-19 battle command and, 5-1 BOS and, 5-71-5-72 commander and, 4-51, 5-73-5-74 communications and, 5-71-5-72 concentration and, 7-14 concept of logistic support and, 12-14 coordination and, 11-74 COP and, 11-43 CSS and, 12-62 defensive execution and, 8-66 defensive IO and, 1-38 defensive planning and, 8-51 force allocation and, 3-31 force tailoring and, 3-13 forcible entry and, 3-54 foundation (attributes) of strategic responsiveness, 3-6 home station and, 4-82 information systems and, 11-31, 11-43 information environment and, 4-82, 11-8 initiative and, 4-51-4-52 lines of operations and, 5-34 METT-TC and, 11-4 multinational operations and, 2-45-2-50 operational reach and, 12-50 rear area operations and, 4-99 simultaneity and, 5-45, 5-49 strategic responsiveness consideration, 3-21-3-25 sustainability and, 12-5

C2 (continued) METT-TC, factor of, 5-12, command and support relation-5-18-5-22 technology and, 1-39, 11-86 offensive planning and, 7-93tempo and, 7-19 7-94 campaign, 2-12, 2-30, 7-3, 7-22 stability operations and, 9-15 ASCC, role in, 2-36 support operations and, 10-43 center of gravity and, 5-28 civil disturbances, 10-29 defensive operations and, 8-3 civilian population. See local end state and, 5-25, 5-26 population example of, page 5-13 close air support, 2-20, 2-72 operational maneuver and, 4-5 close area, 4-95-4-97 planning and, 6-8-6-10 close combat, 2-13, 4-9, 4-10, sequential operations and, 4-15, 4-96, 7-22 5-47 CMO. 9-49 support relationships and, activities, 2-60 2-17 FID and, 9-26 2-8 tactical results, influence of IO and, 11-49, 11-68, 11-70 on, 2-8 10-38 local population and, 6-73 CBRNE, NGOs and, 2-61 casualties, 10-22 CMOC, 9-49, 10-41 crisis management and, 10-26 coalition, 2-43, 5-29, 5-52 domestic preparedness for, 10-17-10-18 Coast Guard, 2-24 protection of critical assets. COCOM, 2-2, 2-28, 2-30, 2-31 10-19 combatant commander, 1-490, 3-21, 5-4 response to incidents, 10-20 2-1, 2-2, 2-15, 2-18, 2-25, 2-30, 2-36, 5-29, 6-8, 11-20 support operations and, 10-12, 10-16-10-23 ASCC and, 2-36, 2-37 3-11 CCIR, 6-5, 6-36, 11-39-11-41, command relationships and, 11-74, 11-76 2-29, 2-30-2-34, 2, 4-45 center of gravity, 5-27-5-29, CSS and, 2-47, 12-9, 12-37work, 5-60 6-35 12-38, 12-41 decisive points and, 5-30 force tailoring and, 2-28, 3-2, 3-27 defensive planning and, 8-47 multinational support and, enemy and, 5-27 and, 4-3 friendly and, 5-29 operational framework and, maneuver and, 6-52, 6-34, 4-74-4-75 6-79 PME and, 1-11, 9-2, 9-4, 9-5, offensive operations and, 7-4 operational approaches and, response to crises, 9-8, 9-45 4-80 5-28, 5-40 combat zone, 4-69, 4-72 sequential operations and, combatting terrorism, 9-37-9-39, 5-44 support operations and, 10-2 combined arms, 2-16, 4-102civil considerations 4-108, 5-68 defensive planning and, 8-60 command, 5-2-5-6

ships, 2-30-2-34. command post, 5-72, 11-24, 11-34, 11-63, 11-83 commander. See also leader agility and, 3-12 area of influence and, 4-79 area of interest and, 4-79 audacity and, 7-20 BOS and, 5-1, 5-64 C2 system and, 5-71, 7-107 combat power and, 3-14, 4-2 combined arms capability and, 4-102, 4-104 communication with superiors, community assistance and, considerations at the operational level, 2-11 cooperation with nonmilitary groups, 9-48-9-49 CSS capabilities and, 3-34 decision making and, 3-20. decisive operations and, 7-23 deployment, preparation for, depth and, 4-61 describing operational framedescribing vision and, 5-6 direction by, 5-6 elements of combat power force sequencing and, 3-33 force tailoring and, 3-30 fratricide avoidance and, 4-27 information environment and. information superiority and, 11-1, 11-2, 11-6 information technology and, 11-83-11-86 initiative and, 4-51 initiative in support operations and, 4-57

commander (continued) leadership and, 4-16, 5-3 location of, 5-73, 8-64 main effort and, 4-93 maintaining focus and, 6-42 massing effects and, 4-39-4-41 media and, 1-31 momentum and, 6-41 objective and, 4-35 operational art and, 2-6 operational fires and, 4-13 operational framework and, 4-2, 4-69 operational responsibilities, 2-7, 2-10, 5-40 plans and, 2-9, 3-20 political factors and, 1-30-1-31, 4-35 pressuring the enemy and, 6-44 rehearsals and, 3-36 reserves and, 4-89, 7-24 responsibilities regarding political factors, 1-31 relevant information and, 3-45 ROE limitations and, 6-28 simplicity and, 4-48 situational understanding and, 4-28 support to civil authorities and, 12-34 synergy and, 4-108 tactical responsibilities, 2-10 task organization and, 4-101 training and, 1-51-1-52, 3-36 unified action and, 4-100 visualization and, 3-25, 5-6 commander's intent, 4-30, 5-61-5-62, 5-68, 6-2, 7-7,12-14 agility and, 4-58 assessment and, 6-90 center of gravity and, 5-28 concept of operations and, 6-19 C2 system and, 5-71

CSS and, 12-11, 12-36 describe, as part of, 5-6, 5-60 exploitation of success and, 6-30, 6-46, 6-47 information technology and, 11-81 initiative and, 4-51-4-52, 6-6, 6-31 integration and, 12-6 massing of fires and, 4-15 MRXs and, 3-36 multinational operations in, 2-56 reconstitution and, 6-84 rehearsals and, 7-96 subordinate initiative and, 4-18. 6-36. 11-76 commander's vision, 5-4. See also visualization development of, 5-10-5-12 end state and, 6-3 MRXs and, 3-37 public opinion and, 5-22

MRXs and, 3-37
public opinion and, 5-22
communications, C2 and, 5-72
civilian agencies and, 3-23
commander's requirements
for, 3-23
decisive points and, 5-31
nonlinear operations and, 7-28
split-based operations and, 3-34

community assistance, 10-32–10-38

COMMZ, 4-70, 4-73 concentration, 7-8, 7-14–7-16, 8-72

concept of logistic support, 12-3, 12-6, 12-9, 12-14

CSS priorities and, 12-11

defensive operations and, 12-30, 12-31

offensive operations and, 12-28

concept of operations, 6-9, 6-19, 12-9
battlefield organization and, 4-83

battlespace and, 4-78 commander's intent and, 6-19 concept of logistic support and, 12-14 direct, as part of, 5-64 CSS assets and, 12-12 decisive and shaping operations, 4-86 defensive operations and, 8-46 in multinational operations, 2-52 initiative and, 4-51 integration and, 12-6 mission and, 8-49 noncontiquous AOs and, 4-76 offensive planning and, 7-80 reserves and, 8-38 simplicity and, 4-48 synchronization of BOS and, 6-19 tactical CSS and, 12-36 conflict termination, 6-87-6-89 contiguous AO, combinations with noncontiguous AOs, linear and nonlinear operations, 5-49, 5-53, 6-60-6-64 CSS and, 12-25 linear operations and, 5-51 nonlinear operations and, 5-45 spatial categories and, 4-83 subordinate unit AOs and, 4-76 contractor support, 3-34, 5-16, 12-8, 12-15, 2-16, 12-25, 12-55 stability operations and, 12-33 sustainability and, 3-17 tactical CSS and, 12-36 control measures, 6-21 AO and, 4-75 IPB and, 8-51 mission assignment and, 7-82 tactical-level, 7-7

COP, 3-21, 4-29, 7-100, 11-43,

11-71, 11-78, 12-2

COP (continued) commander's impact and, 5-73 CSS and, 12-10, 12-58 information processing and, 11 - 29information technology and, 7-106 IPB and, 11-18 offensive operations and, 7-8 situational understanding and, 11-44 subordinate initiative and, 11-46, 11-80 technology and, 11-45, 11-83 updates of, 6-39 visualization and, 5-57, 6-37 counterair, 2-20 counterattack, 7-59, 7-61, 8-7, 8-64 area defense and, 8-15, 8-20 culminating point and, 5-38 defensive execution and, 8-66, 8-73-8-74 defensive planning and, 8-14, 8-18 defensive preparation and, delay and, 8-30 mobile defense and, 8-17, 8-36 counterdrug operations, 9-35-9-36, 10-6,10-27-10-28, 10-30 counterinsurgency, 9-27-9-31, 9-52 countermobility, 5-66, 7-97, 8-39, 8-60 counteroffensive, 6-18, 8-48 counterterrorism, 9-37, 9-38, 10-25-10-26 course of action, 7-79 branches and, 6-17 commander's intent and, 5-62 concept of logistic support and. 12-14 concept of operations and, 6-19 defensive planning and, 8-51

reconstitution planning and, 6-85 risk management and, 6-20 covering force, 7-48 crisis, 1-12-1-13, 3-3, 3-9, 3-48 CS, 5-16, 8-71, 12-48, 12-58 force projection base and, 4-81 force tailoring and, 3-13, 3-38, 3-29 home station and, 4-82 stability operations and, 3-30 support operations and, 3-30 sustainability and, 12-14, 12-48 sustaining operations and, 8-43 CSS, 1-39, 2-13, 4-90, 12-1-12-63 art of, 12-3 ASCC commander responsibilities and, 2-36 assisted entry, 3-49 BOS. 5-70. 12-1 characteristics of, 12-6 combat power and, 12-1, 3-34, defensive operations and, 8-51, 8-71, 12-30-12-31 depth and, 4-64 exploitation and, 6-48, 7-73 factors affecting, page 3-11 force projection base and, 4-81 force tailoring and, 3-13, 3-17, 3-29 functions, 12-7 home station and, 4-82 joint operations and, 12-37modular, 3-35, 12-4, 12-41, 12-47, 12-50, 12-62, 12-63 multinational operations and, 2-44, 2-54, 12-19-12-22 national-level, 12-45

national sustainment base

support for, 12-40

nonlinear operations and, 5-49 offensive operations and, 7-90, 12-27-12-29 operational-level, 7-97, 12-40 planning, 12-2, 12-6, 12-9-12-14, 12-36, 12-42 preparation, 12-9-12-23 purpose of, 12-1-12-5 reorganization and, 6-49 requirements, 12-3, 12-6, 12-10, 12-12, 12-13, 12-15, 12-23, 12-26, 12-28 risk analysis and, 12-57 split-based, 3-22, 3-34, 12-4, 12-56 stability operations and, 3-30, 12-29, 12-32-12-33 strategic-level, 12-37, 12-41, 12-45 strategic responsiveness and, 3-33-3-34 simultaneous operations and, 5-50 support operations and, 3-30, 12-34-12-35 supported forces and, 7-27 sustainability and, 1-20, 3-17 sustaining operations and, 8-43 tactical-level, 12-30, 12-36, 12-40, 12-44 technology and, 7-108, 12-62-12-63 theater infrastructure, 12-16-12-17 unassisted entry and, 3-49 urban operations and, 6-77-6-78 withdrawal and, 8-26, 8-27 CSS commander, 12-2, 12-4, 12-9, 12-11, 12-14, 12-15, 12-30, 12-31, 12-35, 12-48, 12-50 CSS footprint, 3-4, 3-17, 12-4, 12-62 CSS reach, 3-4, 12-4, 12-13, 12-46, 12-48, 12-52, 12-56, 12-57, 12-58, 12-62

CUL, 2-36–2-37, 12-41, 12-42, 12-43

culminating point, 5-23, 5-38–5-39, 7-2, 8-75

#### D

deception. See military deception decision making, 8-74, 11-39, 11-86 art of command and, 5-3 battle command, 5-3—5-5 battlefield organization and, 4-83 execution and, 7-98 information and, 1-38, 5-4, 11-6, 11-39, information superiority and, 11-3 initiative and, 4-53 risk management and, 6-20 technology and, 1-39 tempo and, 7-18 tools for. 5-71 understanding and, 11-28 decisive operations, 3-4, 4-54, 4-66, 4-83, 4-84-4-85, 6-51, 6-78 branches and sequels and, 4-94 close area and, 4-96, 4-97 conflict termination and, 6-87 counterattack as, 7-61 CSS and, 12-1, 12-5 defensive operations and, 8-12, 8-36-8-38, 8-75 demonstrations and, 7-66 economy of force and, 4-42 exploitation and, 7-72 feints and, 7-65 main effort and, 4-94 mobile defense and, 8-17 offensive operations and, 7-8, 7-22-7-24, 7-79

reserve and, 4-89

shaping operations and, 4-86, sustaining operations and, 4-90 terrain and, 7-85 decisive point, 5-23, 5-24, 5-30-5-33, 6-34, 11-50, 11-83 concentration and, 7-16 defensive operations and. 8-11, 8-37 defensive planning and, 8-47 maneuver and, 6-52 nonlinear operations and, 5-45. 5-46 offensive operations and, 7-4 operational approach and, 5-42 simultaneous operations and, 5-42 types of, 5-31 deep area, 4-83, 4-95, 4-98 defensive IO, 7-25, 11-53, 11-55. See also IO element of force protection, as 4-22 EEFI and, 11-42 information superiority and, 1-38 defensive operations, 8-8-8-14. 8-34-8-45, 8-46-8-73, See also area defense; mobile defense; retrograde close combat and, 4-10 CSS and, 12-30-12-31 culminating point and, 5-38 decisive operations in, 4-85 depth and, 4-61-4-62 encircled force, 8-69-8-70 execution and, 8-65-8-75 force projection and, 8-4 hasty attacks and, 7-54 initiative and, 4-55 nonlinear operations and, 8-44-8-45 operational-level, 8-3, 8-46 planning, 8-47-8-61

preparation for, 8-62-8-64 purpose of, 8-1-8-7 spectrum of conflict and, 1-48 sustaining operations, 8-41technology and, 8-6, 8-74 types of, 8-14-8-33 delay, 8-28-8-31 defensive planning and, 8-59 deliberate attack, 7-56, 7-82 demonstration, 7-11, 7-38, 7-59, deployment, 3-11, 3-19, 3-21, 3-22, 3-55. See also forward deployment Coast Guard contributions to, 2-24 components of, 3-39 CSS, decisive operation, as, 4-85 flexibility and, 3-20 force projection process, as part of, 3-39 force tailoring and, 3-27 information sharing and, 1-38 information superiority and, 11-75 operational art and, 2-5 precision and, 3-41 preventive diplomacy and, 9-23 readiness and, 3-9 responsiveness and, 3-9 speed of, 3-25 stability operations and, 9-9 deployment sequence, 3-32 depth, 4-61-4-64 offensive operations and, 12-29 simultaneous operations and, 5-45 sustainment and, 6-59 deterrence, 1-2, 9-8 Army role in, 1-2 lethality of deploying force and, 3-26

deterrence (continued)
show of force and, 9-45, 9-55
stability operations and, 9-10–
9-11
strategic responsiveness and, 3-5
doctrine, 1-44–1-46, 4-1
adversary, 1-28
after-action reports and, 6-94
asymmetric attacks and, 4-114
precision and, 3-41
unified action and, 1-44, 2-72
DSO, 10-3, 10-4–10-6, 10-11, 10-41
DTLOMS, 1-5, 4-43, 6-94, 11-3

#### Ε

economy of force, 4-42, 4-86, 8-17 EEFI. 11-38 elements of combat power, 4-3, 4-4-4-31, 4-86, 8-7, page 3-4 enabling system, 5-30 encirclement, 5-35, 7-30, 7-34, 7-76 end state, 5-23, 5-24, 5-25-5-26, battle command and, 5-3 commander's impact and, 5-74 commander's intent and, 5-58, 5-61-5-62 commander's vision and, 6-3 conflict termination and, 6-88 consensus building and, 2-77 encirclement and, 7-34 multiple lines of operations and. 5-37 phasing and, 6-14 stability operations and, 9-12 enemy, defensive planning and, 8-50-8-52 METT-TC, factor of, 5-15, 7-83 offensive planning and, 7-83 stability operations and, 9-13

support operations and, 10-2 engagement, 2-5, 2-7, 2-8, 2-10, 2-12-2-14, 5-41 security environment, 1-7, 9-4 tactics and, 2-12, 2-14, entry operations, 3-48-3-54, page 3-4 envelopment, 7-23, 7-30-7-33, 7-37, 7-76 estimates, 3-46, 5-57, 6-12 METT-TC and, 5-13 staff preparation and, 6-23 visualization and, 5-9, 5-10 EW, 4-66, 11-61, 11-63, 11-64 exploitation, 6-19, 6-44, 6-45, 7-41, 7-42, 7-62, 7-67-7-74, 7-103

#### F-G

Federal Response Plan, 10-4, 10-21 feint, 7-11, 7-38, 7-57, 7-59, 7-65 FFIR, 11-40, page 11-13 FHA, 10-3, 10-7-10-13, 10-42 FID, 1-19, 9-23, 9-24-9-31, 9-52 field discipline, 4-21, 4-24-4-25. See also protection fire support, 5-67, 6-58 counterattack and, 8-18 forcible entry and, 3-54 maneuver and, 4-12 fire support coordination, unified action considerations, 2-66-2-73 firepower, 4-11-4-15, 5-68, 7-102. See also elements of combat power defensive planning and, 8-57 maneuver and, 4-11, 4-42 fires, 2-13, 4-10, 4-13, 5-67, 8-74 Air Force, 2-19 ambushes and, 7-64 attacks and, 7-53

defensive operations and, deliberate attacks and, 7-56, 7-57 encirclement and, 7-34 envelopment and, 7-31 fixing the enemy and, 7-101 forward passage of lines and, 7-105 frontal attack and, 7-40 indirect, 2-56, 7-108 lethal, 6-58 maneuver and, 2-70, 6-56-6-57, 7-102 meeting engagement and, 7-51-7-52 penetration and, 7-37 precision, 5-50, 7-14, 7-101, 7-107, 8-57 pursuit and, 7-75 shaping operations and, 6-56 tactical, 4-12, 4-15 technology and, 7-108 flexibility, 8-13, 11-23, 11-24, 12-6, 12-50, 12-55, 12-57 follow-on force, 3-3, 7-104 deliberate attacks and, 7-58 exploitation and, 7-103 force tailoring and, 3-27 forcible entry and, 3-53 information sharing with initial-entry force, 1-38 lessons learned and, 3-37 lethality and, 3-14 penetration and, 7-38 follow-on operations, 6-79-6-86 force allocation, 2-28, 3-31 force augmentation, 3-31 force projection, 3-38-3-54, 6-35 characteristics of, 3-40-3-45 Coast Guard role in, 2-24 CSS and, 3-34, 12-14, 12-43 decision making and, 3-21 defensive operations and, 8-4 engagement and, 1-7

force projection (continued) entry operations, 3-48-3-54 assisted entry, 3-49 force tracking and, 3-24 1-21 JOPES and, 3-46 IR and, 11-68 modernization effects on capabilities, 3-4 multinational operations and, 2-42 1-24 power projection component, 3-38 processes, 3-39 purpose of, 3-40 responsiveness and, 3-8 security of, 3-55 transition and, 6-80 strategic responsiveness and, versatility and, 3-13 3-1 sustaining operations and, 8-43 threats to, 3-55 throughput and, 12-62 visualization of, 3-25 force protection, 4-21, 4-21-4-23, 4-114, 6-35, 6-58. See also protection deterrence defensive operations and, 8-10 information superiority and, intelligence support to, 5-62, 5-65 7-23, 7-39–7-40 offensive operations and, 7-8 FSCL, 2-71 survivability and, 3-15-3-16 technology and, 1-39 and, 2-56, 2-71 WMD and, 6-71 force refinement, 3-32 3-13, 12-46 force sequencing, 3-7, 3-32 COP and, 3-21 sponsibilities, 1-22 crises and. 3-48 force refinement and, 3-32 6-65-6-78 lethality and, 3-14 CSS and. 12-62 operational reach and, 3-14 strategic responsiveness and, fundamentals of, 4-1 3-2 IM and, 11-48 versatility and, 3-13 IR and, 11-35 force tailoring, 1-41, 3-27-3-29, METT-TC and, 5-12 7-5

ASCC commander and, 2-36 civil authorities, support to, METT-TC and, 3-47, 11-75 operational environment and, strategic responsiveness and, 1-15, 3-5, 3-27-3-29 support to JFC, 4-101 sustainability and, 3-17 theater conditions and, 3-2 force tracking, 3-24, 3-34 forcible entry, 1-16, 3-51-3-54 force tailoring and, 3-29 Marine Corps and, 2-23 modernized forces and, 3-4 forward basing, 1-10, 9-10 forward deployment, 3-8, 12-4, 9-10. See also deployment; forward presence, engagement and, 1-7. See also deterrence fratricide, 2-72, 4-21, 4-27, 7-29, 7-73. See also protection frontal attack, form of maneuver, FSCM, multinational operations full spectrum operations, 1-4, 1-6, 1-44, 1-47-1-48, 2-1, Army force development recomplex environments and, demands on leaders, 1-57

operations process and, 6-1 protection and, 4-20 rehearsals and, 6-22 tenets of Army operations and, training for, 1-51-1-52 unified action and, 2-1

## H-I

hasty defense, 7-34 HCA, 2-42, 4-84, 9-33 home station, 3-21, 4-82, 12-54 communications and, 3-23 force projection and, 3-37, 4-81 redeployment and, 3-39 host nation support, 12-19, 12-21, 12-32, 12-57 CSS and, 12-15, 12-50 mission analysis and, 3-29 movement control and, 4-90 sustainability and, 3-17 IM, 11-11, 11-12, 11-28-11-44 coordination and, 11-67 deliberate attacks and, 7-58 full spectrum operations and, 11-48 information superiority and, 1-38 planning and, 11-71, 11-73 infiltration, 7-35 information, 4-28-4-31, 5-5, 5-7, 8-74. See also elements of combat power attacks and, 7-100 battle command and, 5-3-5-5, 5-7, 5-9 categories of, 11-35 civil considerations and, 5-21 commander's requirements for. 11-30 culmination and, 5-38 decision making and, 5-5 defense and, 4-55, 8-52 force protection and, 4-21

information (continued) fusing of, 7-108 linear operations and, 5-52 maneuver and, 4-43 offensive operations and, 7-2 operational environment and, 1-38-1-39 parallel planning and, 6-11 protection of, 4-23 quality of, 11-38 search and attack and, 7-50 simultaneous operations and, 5-46 spoiling attacks and, 7-60 unconventional threats and, 6-75 information environment, 1-37, 4-80, 11-8-11-10 battlespace and, 4-77, 4-80 civil considerations and, 7-94 time available and, 7-92 information superiority, 1-38, 11-1, 11-11-11-70 characteristics of, 11-3-11-7 conditions for achievement of, 11-4 creation of, 6-58 decision making and, 1-38 defensive IO and, 1-38 defensive planning and, 8-48 execution of, 11-78-11-81 implications of, 11-5 objectives contributing to, 11-11 offensive IO and, 1-38 operational advantage of, 11-1 PKO and, 9-21 planning and, 11-61, 11-73 preparation and, 11-71, 11-73 simultaneous operations and, 5-43, 6-51 surprise and, 4-47 technology and, 11-82-11-86 information systems, 11-10, 11-16, 11-31, 11-73, 11-80, 12-60. See also C2

battlespace and, 11-4 component of IM, 11-28 decision making and, 4-29 information superiority and, 11-2, 11-3 modernization of, 4-31 time available and, 7-92 infrastructure development, 4-90 initial-entry force, 2-19, 3-3 crisis response and, 3-49, 3-50 defensive operations and, 8-4 deployment requirements and, 3-27 forcible entry and, 3-53 information sharing with follow-on forces and, 1-38 interim force and, 3-4 lethality and, 3-14 protection of, 3-32 shaping operations and, 3-26 stability operations and, 3-48 support operations and, 3-48 initiative, 1-4, 1-45, 4-51-4-57, 4-108, 6-31, 7-108, 11-46, 11-80 battle command and, 5-5 CCIR and, 6-36 commander's intent and, 6-6 CSS and, 12-1 defensive operations and, 8-4, 8-7, 8-73 enemy seizure and retention of, 6-31-6-32 exploitation and, 4-60, 7-2, 7-67 information superiority and, 11-5, 11-6 leader, 1-54 meeting engagement and, 7-52 mobile defense and, 8-16 momentum and, 6-40-6-41 nonlinear operations and, 5-49 offensive operations and, 7-8

operational, 2-9

operational pause and, 5-43 plans and, 6-3, 6-6 reconstitution and retention of, 6-86 regaining the, 1-48, 3-5 retaining the, 1-38, 4-54, 4-60, 4-90, 6-19, 6-30, 6-31-6-39, 6-51, 7-2, 7-92, 11-5 retrograde and, 8-22 ROE and, 6-27 seizing of, 1-15, 3-5, 3-26, 3-43, 3-52, 4-60, 4-89, 6-6, 6-30, 6-31-6-39, 6-51, 7-2, 7-4, 7-20, 7-62, 7-100, 8-73, 11-86 situational understanding and, 11-46 subordinates, 1-38, 1-54, 3-11, 11-80-11-81 synchronization and, 4-65 technology and, 7-106 tempo and, 5-54-5-55, 7-17 uncertainty and, 6-33 instruments of national power, 5-19, 5-25, page 1-4 interagency process and, 2-59 logical lines of operations, 5-37 military, 1-9, 2-59 insurgencies, support to, 9-34 intelligence, 11-13-11-18, page 11-7. See also ISR area of interest and, 4-79 BOS, 3-19, 5-65 deliberate attacks and, 7-56 deployment and, 3-11 information superiority and, 11-1 meeting engagements and, 7-51 multinational operations in, offensive operations and, 7-8 raids and, 7-63 readiness and, 3-19 rear area and base security component, 4-90

intelligence (continued) role of, 6-57 tasks, 5-65 interagency operations, 1-35, 2-59-2-64 information technology and, 2-63, 3-32, 11-84, interagency process, 2-59-2-64 interdiction, 2-70, 7-25, page 2-20 Army support to Air Force, 2-20 multinational operations and, 2-56 operational fires and, 4-13 synchronization with maneuver and fires, 2-17, 2-69-2-72 internal defense and development, 9-5, 9-29 interoperability, 2-37, 2-45, 2-77, 2-83 IO, 7-101, 7-107, 11-1, 11-10, 11-49-11-70, 11-72, page 11-15. See also defensive IO; offensive IO area of interest and, 4-79 ARSOF capability, 1-20 defensive operations and, 8-5, 8-10, 8-39, 8-64 deliberate attacks and, 7-58 elements of, 11-56-11-70, page 11-17 information environment and, 11-8 information superiority and, 1-38 multinational operations and, 2-56 intelligence and, 11-12 noncontiguous AOs and, 11-74 stability operations and, 4-63 surprise and, 7-8 value of, 11-50 withdrawal and, 8-26 IPB, 5-65, 11-15, 11-18, 11-52, 11-77, page 11-7

asymmetric threats and, 1-40 CSS and, 3-34 defensive planning and, 8-51 IO and, 11-45 staff preparation and, 6-23 urban operations and, 6-77 ISB, 3-56-3-59, 12-50, 12-56, 12-59 CSS reach and, 12-4, 12-5 force projection and, 3-34, 3-60, 4-80 ISR, 7-108, 8-76, 11-11, 11-13-11-27, 11-70 advantages of, 11-13-11-14 adversary use of, 1-29 Air Force contribution to, 2-19 assessment of, 11-15 COP and, 4-29 deliberate attacks and, 7-58 information superiority and, 1-38 management of, 11-16 noncontiguous AOs and, 11-74 offensive preparation and, planning and, 11-72 preparation and, 7-96, 11-73 relevant information and, 11-32 security and, 4-46 situational understanding and, 7-107 stability operations and, 4-63 strategic responsiveness and,

#### J-K

3-6, 11-75

JFC(s), 1-33, 2-27, 2-36
air and missile defense and, 2-70
AO and, 4-74
ARFOR, C2 options and, 2-37
Army forces and, 1-4, 1-12
Army METL and, 1-5
assessment and, 1-31

Coast Guard, support from, 2-24 control measure development and. 2-71 CSS planning and preparation and, 12-9 designation of JFLCC and, 2-38 end state and, 5-26 fire support coordination and, 2-68-2-72 force refinement and. 3-32 force tracking and, 3-24 forcible entry and, 1-16, 3-51, 3-52 FSCM development, 2-71 information planning and, 11-65 ISB and, 3-56, 3-58 joint targeting process and, 2-63 JOPES and, 3-46, 3-47 operational art and, 2-6 operational framework and. 4-70 multinational operations and, 2-50 interagency process and, 2-60 joint operations and, 2-16-2-17 seizing of initiative and, 3-27 spectrum of conflict and, 1-47 strategic responsiveness and, 1-15, 3-5 theater-level, 2-30 transition and, 6-81 unassisted entry and, 3-50 unified action and, 1-32, 2-2, 4-106 JFLCC, 2-23, 2-40, joint operations, 2-16-2-17. See also unified action Army CSS and, 12-37-12-44 Army role in, 1-1 ARSOF and, 1-20

definition of readiness and,

joint operations (continued)
CSS responsibilities and,
12-41
forcible entry in, 1-16
integration and, 12-6
strategic responsiveness in,
1-12-1-13
Joint Staff, role in interagency
process, 2-60
judgment, 1-54, 5-1, 5-3, 5-4,
5-5, 5-9, 7-78, 11-77
commander's experience and,
5-58-5-59
commander's vision and, 5-10
information and, 11-31

#### L

law enforcement, unified action and, 2-82 lead nation command, 2-51 leader. See also commander command authority and, 5-2 duty of, 4-17 full spectrum operations, demands of, 1-57 goals of a, 1-57 initiative and, 4-52 qualities of a, 4-18, 4-19 skills required of a, 4-17 stability operations and, 9-16 leader development, 4-1 leadership, 1-53-1-57, 4-16-4-18, 11-77. See also elements of combat power art of command and, 5-3 battle command, 5-1, 5-5 fratricide avoidance and, 4-27 maneuver and, 4-43 legitimacy, culminating point and, 5-39 FID and, 9-27 multinational operations and, 2-42 objective and, 4-36 PKO and, 9-21

stability operations and, 9-50-9-52 lethality, 3-14, 3-15, 3-26 levels of war, 2-3-2-14 operational, 1-20, 1-21, 2-5-2-11, 5-19, 5-25 strategic, 2-4 tactical, 5-19, 5-20, 5-25, 5-26 liaison, 2-53, 2-54, 2-56, 2-84 linear operations, 4-95, 5-48-5-53 combinations with nonlinear operations and contiquous and noncontiguous AOs, 6-60-6-64 nonlinear operation and, 5-48-5-53, 6-54-6-55 spatial categories and, 4-83 CSS and, 12-27 lines of operation, 5-33-5-37, 5-49, 9-12 LOC(s), 7-27, 12-14, 12-27, 12-58, 12-59 COMMZ and, 4-73 CSS and, 12-15, 12-29 defensive operations and, 8-40, 8-41, 8-53 exploitation and, 7-77 information and, 7-108 linear operations and, 5-51 movement control and, 4-90 multiple, 12-50, 12-52, 12-54 Navy protection of, 2-22 nonlinear operations and, 5-49 operational reach and, 5-40, 12-50, 12-52 pursuit and, 7-77 retrograde and, 8-22 security and support of, 12-50, 12-60 split-based operations and, 12-56 local population, counterinsurgencies and, 9-30 defensive planning and, 8-60

legitimacy and, 9-50

stability operations and, 9-54 surveillance and, 11-51 local security, 4-22 lodgment, 3-26, 3-48, force projection and, 3-34 forcible entry and, 3-51, 3-53 sustaining operations and, 8-43 logistic preparation of theater, 3-34 logistics. See CSS

#### M

MACA, 10-6 main effort, 4-93-4-94 decisive operations and, 4-94 defensive operations in, 8-13, 8-37, 8-68 major operation, 2-5, 2-12, 2-30, 5-41, 7-3 ASCC role in, 2-36 CSS and, 12-38 decisive operations and, 4-84, 7-22 defensive operations and, 8-5 elements of operational design and. 5-23-5-24 planning and, 6-9 support relationships and, 2-17 sustaining operations and, 7-27 maneuver, 1-12, 4-4-4-10, 4-43, 6-52-6-57. See also elements of combat power BOS, 5-66 center of gravity and, 6-53 example of, page 7-8 firepower and, 4-11 decisive points and, 6-52 deliberate attacks and, 7-56 fires and, 6-52-6-57, 7-102 forms of, 7-33-7-41 linear and nonlinear operations and, 5-49, 5-50, 5-51

lines of operations and, 5-36

maneuver (continued) massing effects and, 4-40 meeting engagement and, 7-52 operational approach and, 5-42 seizing initiative and, 6-54 strategic responsiveness and, 1-12 synchronization with fires and interdiction, 2-17, 2-70-2-71 tactical, 3-8, 4-7, 4-8, 4-27 terrain and, 7-84 Marine Corps, 2-21, 2-23, 3-52 mass, 4-29, 4-39-4-41, 7-4, 7-14, 7-107 defensive operations and. 8-11-8-12, 8-37 IO and, 11-50 maneuver and, 6-56 offensive preparation and, 7-95 penetration and, 7-38 synchronization and, 4-3, 4-65 WMD and, 8-72 measures of effectiveness, assessment and, 6-91 consensus building and, 2-77 end state and, 5-26 support operations and, 10-43 media, 5-21 anticipation and, 3-20 commander and, 1-31 impact of, 11-9 legitimacy of military operations and, 1-37 public affairs and, 11-69 public opinion and, 1-37 stability operations and, 9-54 time available and, 7-92 unified actions and, 2-81 meeting engagement, 7-51-7-52, 7-107 METL, 1-5-1-23, 1-52, 3-9, 3-35 METT-TC, 5-12-5-22, 8-34 assessment and, 5-9

C2 and, 11-4 commander's vision and, 5-10, 5-12 defensive planning and, 8-48-8-61 force refinement and, 3-32 force tailoring and, 3-47 forms of maneuver and, 7-30 offensive planning and, 7-81relevant information and, 11-32 simplicity and, 4-48 situational understanding and, stability operations and, 9-12-9-15 visualization and, 5-9 military deception, 6-35, 11-50 concentration and, 7-15 counterattack and, 8-18 defensive operations and, 8-12, 8-64 mobile defense and, 8-18 offensive IO and, 4-30 security and, 4-45 survivability and, 5-69 military decision making process, 6-12, 9-47, 10-39, 11-40 mission analysis, 3-29, 5-10, 5-11, 12-10 mission-type orders, 4-53, 6-21, 12-6 mobile defense, 8-6, 8-15, 8-16, 8-17-8-19, 8-66, 8-67 area defense and, 8-20 CSS and, 12-30, 12-31 decisive operations and, 8-36 nonlinear operations and. 5-45, 8-44 mobility, 5-66, 8-39 defensive planning and, 8-53 delay and, 8-31 forcible entry and, 3-52 movement to contact and, 7-47

offensive planning and, 7-88 reconnaissance assets and, 11-24 weather and, 7-84 mobilization, 1-14, 1-15, 3-21, 3-39, 4-84 modular operations, 12-4 momentum, 6-41, 7-98, 7-99 concentration and, 7-15 CSS and, 12-1 deliberate attacks and, 7-56 exploitation and, 7-77, 7-106 initiative and, 6-40-6-41 maintaining of, 6-40-6-49 meeting engagement and, 7-50 offensive planning and, 7-80 pursuit and, 7-77, 7-106 shaping operations and, 6-50 sustaining operations and, 7-27 tactical CSS and, 12-35 tempo and, 6-41, 7-19 MOOTW, 1-30, 1-47, 1-52, 2-79 morale, 4-25, 12-7, 12-30, 12-33 CSS adjustments and, 12-55 defensive planning and, 8-57 home station and, 4-82 movement, forms of, 7-45 movement control, 4-90, 7-97, movement to contact, 7-45-7-52, 7-107 MRX, 3-36 MTW, 1-34 stability operations and, 9-3 theater engagement and, page 9-1 multinational force commander, creation of multinational staff, 2-52 CSS preparation and, 12-20, 12-22 demands upon, 2-52, 2-57 host nation force missions, 2-58

multinational force commander (continued) planning and, 2-56 team building and, 2-75 multinational forces, 1-20, 1-29, 1-33, 1-39 stability operations and, 9-14 TACON and, 2-33 multinational operations, 1-1, 1-34, 1-41, 2-2, 9-19 Army role in, C2 and, 2-48-2-54 conduct of, 2-55-2-58 CSS planning and, 12-20 defensive planning and, 8-57 integration and, 2-49-2-51, 12-6 lead nation and, 12-23 mission assignments and, 2-54 national control of forces, 2-80 role specialization and, 12-23 simplicity and, 4-49 spatial organization of AO, 4-95 unified action and, 2-1, 2-42-2-54 multinational staff, 2-48

## Ν

national military strategy, 1-7, 1-30, 1-32 national security strategy, 1-7, 1-30, 2-18 Navy, 2-21-2-22 NBC, defense, 1-21, 4-21- 4-23, 4-113, 4-114 munitions, disposal of, 12-7 operations, 6-65-6-71 reconstitution and, 6-85 survivability and, 3-16, 5-66 NCA, 1-15, 1-19, 9-8, 9-10, 9-20, 9-34 chain of command and, 2-29 counterterrorism and, 9-38, 10-25

end state and, 5-25 instruments of national power and, 1-30 mobilization and, 1-15 relief operations and, 10-13 SOF options for, 2-25 strategic level and the, 2-4 support agreements and, 12-32 theater of war and, 4-71 WMD incidents, and response to, 10-20 NEO, 9-40-9-42 NGO, 2-2, 2-55, 9-15, 9-49 CMO, role in, 2-61 cooperation with Army forces, 2-59 CSS and, 12-33, 12-42, 12-50 cultural considerations and, 2-79 religious support and, 12-7 simplicity and, 4-49 support operations and, 10-1 noncontiguous AO combinations with contiguous AOs, linear and nonlinear operations, 6-60-6-64 CSS and, 12-25 defensive operations and, 8-35 information and, 7-108 IO and, 11-74 nonlinear operations and, 5-49 stability operations and, 9-12 subordinate unit AOs and. 4-76 support operations and, 10-2 surveillance and, 7-26 nonlethal weapons, 4-12 nonlinear operations, 4-41, 4-95, 5-49 combinations with linear operations and contiguous and noncontiguous AOs, 5-49, 6-60-6-64

defensive operations and, 8-44–8-45 element of operational design, 5-49–5-53 information and, 7-108 linear operations and, 5-49, 5-53, 6-54–6-55 noncontiguous AOs and, 7-28 stability operations and, 9-12 encirclement and, 7-34 offensive operations and, 7-28 support operations and, 10-2

## 0

obstacles, 5-69, 12-18 area defense and, 8-36 defensive operations and, 8-8, 8-12 defensive planning and, 8-55 encirclement and, 7-34 mobile defense and, 8-16 movement to contact and, 7-48 offensive planning and, 7-86 terrain and, 7-84 withdrawal and, 8-26 offensive IO, 4-28, 6-58, 7-25, 11-1, 11-49, 11-53, page 11-16. See also IO defensive operations and, 8-9 deliberate attacks, 7-57 information superiority and, 1-38 targets of, 11-54 withdrawal and, 8-26 offensive operations, 1-48, 7-8-7-20, 7-78-7-108 close combat and, 4-10 CSS and, 12-27-12-29 culminating point and, 5-38 decisive operations in, 4-85 depth and, 4-61-4-62 initiative and, 4-54 nonlinear operations and, 7-28 operational framework and. 7-21-7-29

offensive operations (continued) operational-level, 7-3-7-5 purpose of, 7-1-7-2 shaping operations and, 7-25spectrum of conflict and, 1-48 sustaining operations and, 7-27 tactical-level, 7-3, 7-6-7-7 types of, 7-42-7-77 OPCON, 2-30, 2-32, 2-45 operational approach, 5-42 operational art, 2-5, 2-6, 2-6-2-11, 5-7-5-8, 5-30 operational design, 2-9, 5-9 branches and sequels in, 6-16 commander's vision and, 5-2, 5-10 CSS and, 12-31 elements of, 5-23-5-56, page operational framework and, 5-58 purpose of, 2-10, 5-23 risk management and, 6-20 ROE and, 6-29 operational environment, 1-24-1-43 dimensions of, page 1-7 information factors and, 1-37-1-38 land combat and, 1-36 political factors and, 1-30-1-31 technology and, 1-39-1-43 threat factors and, 1-25-1-29 unified action and, 1-32-1-35 operational fires, 4-13-4-14 operational framework, 4-2, 4-69-4-99, 5-56 components of, 4-69 CSS and, 12-6, 12-27 defensive operations and, 8-34-8-45 elements of operational design and, 5-60

offensive operations and, 7-21-7-29 operational maneuver/movement, 3-8, 4-5-4-6, 4-14 operational pause, 5-40, 6-43, 12-14 operational reach, 3-14, 5-24, 5-41, 12-3, 12-4, 12-12, 12-14, 12-52 communications planning and, 5-72 culmination and, 12-49 extension of, 12-46-12-49 factors affecting, 12-50-12-61 force sequencing, 3-14 operational approach and operational pauses and, 5-41simultaneous operations and, 6-51 sustainment and, 6-59 technology and, 1-39 operations process, 6-1, 6-20 OPSEC, 11-59 asymmetric attacks and, 4-114 force protection and, 4-23 PSYOP and, 11-64 stability operations, 9-56 survivability and, 5-69

### P-Q

parallel command, 2-50

parallel planning, 6-11–6-12, 12-10

passage of lines, 7-25, 7-45, 7-103–7-105, 8-39

penetration, 7-19, 7-37–7-39, 7-41, 8-69

PEO, 9-19, 9-22

phase(ing)(s), 2-17, 6-13–6-15

campaign plan and, 6-9

CSS and, 12-6, 12-10, 12-14

decisive operations and, 7-22

sequential operations and, 5-47

simultaneous operations within, 6-14 sustainability and, 12-6 sustaining operations and, 7-97 transition between, 6-15 PIR, 11-17, 11-40 PKO, 9-19, 9-21, 9-22 plans/planning, 6-3-6-21 anticipation and, 3-19, 3-20 attacks and, 7-53 audacity and, 7-20 automated data and, 3-9, 3-46 CCIR and, 6-5 conflict termination and, 6-87 counterattacks and, 8-18 CSS, 12-9-12-14 defensive operations and, 8-14 8-47-8-59 deliberate attacks and, 7-56. 7-58 deployment and, 3-11 execution and, 6-7 flexibility and, 2-9, 3-20 force projection and, 3-44 information technology and, 11-79 main effort and, 4-94 offensive operations and, 7-78-7-94 operational design and, 6-8 operational-level, 2-9, 2-10, 6-4, 6-9-6-11 parallel, 6-12, 6-13, 8-60 PO and. 9-20 purpose of, 6-3, 6-7 raids and, 7-63 risk management and, 6-21 ROE and, 6-29 simplicity and, 4-48 tactical-level, 6-4, 6-11 urban operations and, 6-76 PME, 1-4, 9-5-9-7 Army forces and, 9-6 responsiveness and, 3-8

PME (continued) role of, 1-8-1-11 spectrum of conflict and, 1-47 stability operations and, 1-11 PO. 9-19-9-23 Posse Comitatus Act, 1-48, 10-5, 10-8, 10-11, 10-30 power projection platform, 3-6, 4-81, 4-82 preparation, 6-22-6-29 anticipation and, 3-19 attacks and, 7-53 characteristic of defensive operations, 8-8 CSS estimates and, 12-12 7-75-7-77 defensive operations and, 8-62-8-64 deliberate attacks and, 7-56 raid, 7-59, 7-63 hasty attacks and, 7-54 individual, 6-26 **ARNG** offensive operations and, 7-95-7-97 operational-level, 7-95 replacements and, 6-26 and. 3-38 ROE and, 6-28 staff. 6-23 4-82 unit, 6-24-6-25 pre-positioned stocks, 9-10, 12-9, 12-12, 12-15, 12-16 CSS reach and, 12-4, 12-47 rear area, 4-99 mission analysis and, 3-29 principles of war, 4-2, 4-33-4-49, 4-50, 5-11 propaganda, 9-27 protection, 4-11, 4-20-4-23. See also elements of combat power air defense and, 5-65 antiterrorism and, 9-39 battlespace and, 4-77 components of, 4-21 7-51 concentration and, 7-15, 7-16 culminating point and, 5-39 defensive operations and, 8-40, 8-43, 8-57, 8-71 maneuver and, 4-43

offensive operations and, 7-80, 7-88, 7-95 rear area, 4-99 ROE and, 6-27 search and attack and, 7-50 shaping operations and, 7-25 tactical maneuver and, 4-8 PSYOP, 2-26, 11-64 band support and, 12-7 local population and, 6-73 OPSEC and, 11-64 public affairs, 6-72, 11-43, 11-68, 11-69, 12-7 pursuit, 6-18, 7-42, 7-41, 7-62,

### R

RC, 1-23, 2-28, 4-100. See also DSO and, 10-11 home station and, 4-81 force projection operations mobilization and, 3-39 power projection platform and, strategic responsiveness and, readiness, 3-9, 3-10, 3-19 rear area and base security, 2-58, 4-90, 4-99, 8-41 reconnaissance, 7-25, 11-22-11-27. See also ISR commander's, 8-54, 8-62 defensive operations and, 8-8, deployment and, 3-11 IPB and, 11-18, 11-72 meeting engagement and, protection and, 6-35 results of, 11-26 retention of initiative and, 6-35

surveillance and, 11-11, 11-13, 11-77 tempo and, 7-99 terrain and, 7-85 WMD and, 6-72 reconstitution, 6-83-6-86, 7-103, 12-14, 12-26 CSS and, 12-14, 12-28 defensive operations and, sustaining operations and, 4-90 redeployment, 3-39 refugees, 7-93 regeneration, 6-83 rehearsals, 3-36, 6-22 commander's intent and, 7-96 counterattacks and, 7-61 defensive operations and, 8-8, 8-63 linkup in nonlinear operations and, 7-29 operational-level, 8-63 preparation and, 11-66 simplicity and, 12-6 synchronization and, 4-66 tactical-level, 8-63 urban operations and, 6-78 deliberate attacks and, 7-58 deployment and, 3-11 relevant information, 11-4, 11-71 component of IM, 11-28, 11-32-11-34 concentration and, 7-14 COP and, 7-100 counterattacks and, 8-74 deployment and, 3-11 initial-entry operations and, offensive operations and, 7-8 situational understanding and, 11-34, 11-82 relief operations, 10-12, 10-13-10-15 reorganization, 6-25, 6-49, 6-84

reserve, 5-6

reserve (continued) area defense and, 8-20 close area and, 4-95 concept of operations and, 8-38 counterattacks and, 7-61 decisive operations and, 7-23 defensive operations and, 8-11, 8-13, 8-19, 8-38, 8-39, 8-59, 8-64 deliberate attacks and, 7-58 enemy penetration and, 8-68 mobile defense and, 8-19 nonlinear operations and, 7-28 operational reach and, 5-40 reorganization and, 6-49 shaping operations and, 7-25 striking force and, 8-19 uncertainty and, 7-24 withdrawal and, 8-25 resource allocation, 2-2, 2-6, 2-11, 5-68 responsiveness, 3-8-3-10, 12-6 retirement, 8-32. See also retrograde retrograde, 8-14, 8-15, 8-22-8-33 risk management, 6-20 ROE, 1-36, 6-27-6-29, 6-74, 9-56, 9-59 asymmetric attacks and, 4-114 defensive planning and, 8-59 PO and, 9-20 reconnaissance and, 11-23 urban operations and, 6-77 RSO&I, 3-20, 3-22, 3-39, 3-48-3-50, 3-58, 12-16

## S

safety, 4-21, 4-26. See also protection
search and attack, 6-64, 7-50
security, 4-46, 7-103. See also security force; security operations
as shaping operation, 4-88

asymmetric attacks and, 4-114 characteristic of defensive operations, 8-9 counterattack and, 8-18 defensive execution and, 8-65 defensive preparation and, 8-62 defensive sustaining operations and, 8-41, 8-42 surprise and, 4-47 withdrawal and, 8-26 security assistance, 9-32 security force. See also security; security operations area defense and, 8-20 defensive operations and, 8-8, 8-12. 8-40 movement to contact and, 7-46, 7-47 withdrawal and, 8-24-8-25 security operations, 7-25, 7-26. See also security; security force sequels, 6-18, 6-80-6-83 assessment and, 6-18 decisive operations and, 4-94 deliberate attacks and, 7-56 phasing and, 6-18 reserves and, 7-24 success and, 6-47 transition and, 6-83 sequential operations, 1-36, 1-49 CSS and, 12-27 decisive and shaping operations, 4-87 element of operational design, 5-44 massing effects and, 4-41 shaping operations, 3-4, 4-83, 4-86-4-89, 6-50, 7-25 close area and, 4-97 CSS and, 12-1 CSS reach and, 12-5 decisive operations and, 4-84, 7-25

deep area and, 4-98

defensive operations and, 8-39-8-40, 8-58, 8-67 deliberate attacks and, 7-56 fires and, 6-56 main effort and, 4-93 offensive operations and, 7-25-7-26, 7-95 strategic-level, 1-7-1-11 sustaining operations and, show of force, 9-45-9-46, page 9-12 deterrence and, 9-55 preventive diplomacy and, 9-23 simultaneous operations, 1-28, 1-36, 1-47, 1-49, 6-57 combatant commander and, 1-49 considerations for, 6-51 CSS and, 12-27 decisive and shaping operations, 4-87 defensive execution and, 8-67 deliberate attacks and, 7-56 element of operational design, 5-44-5-47 example of, 1-50 massing effects and, 4-40 multiple lines of operations and, 5-34 nonlinear operations and, 5-50 tempo and, 5-51 situational understanding, 4-28, 4-31, 5-9, 5-58, 7-78, 7-106-7-107, 7-108, 11-6, 11-28, 11-41-11-42, 11-71, 11-78 COP and, 4-29 fires and, 1-18, 4-15 fratricide avoidance and, 4-27 information superiority and, 9-21, 11-3 massing effects and, 4-40 METT-TC and, 5-9 nonlinear operations and, 5-50

reorganization and, 6-49

situational understanding (conlogical lines of operations and, support operations, 1-48, 6-89, 10-1-10-44 tinued) relevant information and, METL development and, 3-35 Army suitability for, 10-10-11-34, 11-82 10-11 MTW and, 9-3, page 9-1 subject matter experts and, asymmetry in, 4-113 nonlinear operations and, 5-48 11-76 basic force and, 3-30 objective and, 4-36-4-37 subordinate initiative and, characteristics of, 10-2 PME and, 1-11 11-46 considerations, 10-39-10-44 purpose of, 9-2, 9-18 visualization and, 5-54, 6-37 coordination with nonmilitary response and, 9-8-9-11 SOF, 2-54 groups, 10-40, 10-41, 10-42 SOF role in, 2-26 capabilities of, 2-25 CSS and, 12-34-12-35 spectrum of conflict and, 1-47 counterterrorism and, 9-38 CSS as decisive operation in, tactical maneuver in, 4-8 role in MOOTW, 2-25 4-85 technology and, 1-39 surprise and, 7-11 culminating point and, 5-39 threat of force and, 6-24 spoiling attack, 7-59, 7-60, 8-46 decisive points and, 5-32 types of, 9-18-9-46, page 9-5 defensive operations and, depth and, 4-63 staff tailoring, 3-32 8-10 enemy, 5-14 Stafford Act, 1-48, 10-5 withdrawal and, 8-25 forms of, 10-12-10-37 strategic lift, 3-2 SSC, ARFOR in, 2-39 information superiority and, CSS and, 12-47 Army role in, 1-34, 9-3 11-5 forcible entry and, 3-54 crisis and, 9-8 initial-entry forces in, 3-49 host nation support and, 12-18 modernized forces and, 3-4 initiative and, 4-57 mission analysis and, 3-29 spectrum of conflict and, 1-47 local population and, 5-22 strategic responsiveness, 3-2unified action and, 1-34 logical lines of operations and, 3-5 5-37 stability operations, 1-48, 6-89 Army contribution to joint force METL development and, 3-35 asymmetry in, 4-113 capability, 1-12-1-13 nonlinear operations and, 5-48 basic force and, 3-30 attributes of, 3-6-3-17 objective and, 4-36-4-37 characteristics of, 9-12-9-17 considerations of, 3-18-3-38, purpose of, 10-1 close combat and, 4-10 page 3-5 SOF role in, 2-26 consequences of actions durdeterrence and, 3-5 ing, 9-53-9-54 spectrum of conflict and, 1-47 force tailoring and, 1-13, 3-5 considerations for, 9-47-9-60, tactical maneuver in, 4-8 foundation of, 3-7 page 9-14 technology and, 1-39 information superiority and, CSS and, 12-32-12-33 types of, 10-3 11-72 culminating point and, 5-39 surprise, 4-47 ISR and, 11-75 depth and, 4-63 ambushes and, 7-64 maneuver and, 1-12 enemy and, 5-14 hasty attacks and, 7-55 multiple lines of operations information superiority and, and, 5-34 maneuver and, 4-43 11-5 offensive operations and, 7-8, objective force and, 3-4 initial-entry forces in, 3-48 7-9-7-12, 7-95 operational success and, 3-5 initiative, examples of, 4-56 operational-level, 7-10 training and, 3-9, 3-10 IO and, 4-63 OPSEC and, 11-52 striking force, 8-16, 8-17, 8-19, ISR and, 4-63 8-36, 8-67 results of, 7-9 local population, importance support (command relationship), tactical-level, 7-10 of. 5-22 2-17, 2-35 terrain and, 7-85

surprise (continued) time available and, 7-91 surveillance, 11-11, 11-18, 11-19-11-21, page 11-8. See also ISR defensive execution and, 8-67 IPB and, 11-18 noncontiguous AOs and, 7-26 reconnaissance and, 11-23, 11-27 survivability, 3-15-3-16, 4-29 BOS, 5-66 reconnaissance assets and, 11-24 sustainability, 3-17, 12-6, 12-12, 12-14 extension of. 12-46-12-48 factors affecting, 12-50-12-61 support base and, 12-16 sustaining operations, 4-83, 4-90-4-92, 6-49, 6-60 CSS and, 4-90, 12-3 defensive operations and, 8-41-8-43.8-71 NBC operations and, 6-69 nonlinear operations and, 5-49 offensive operations and, 7-27, 7-90, 7-95, 7-97 operational-level concerns. 4-92 rear area and, 4-99 tactical-level concerns. 4-92 sustainment, 6-60 force projection process, 3-40 nonlinear operations and, 7-28 offensive preparation and, 7-95 operational reach and, 5-40 synchronization, 4-65-4-66, 5-9, 5-41, 7-6, 8-34, 11-76 achieving complementary and reinforcing effects, 4-108 AO and, 4-74 area defense and. 8-20 counterattacks and, 7-61

CSS and, 12-3

defensive operations and, deliberate attacks and, 7-56 elements of combat power and. 4-3 fires and effects, 2-69-2-73, 4-15, 5-64, 7-33 hasty attacks and, 7-54 information sharing and, 1-38 integration and, 12-6 maneuver and firepower, 2-17, 5-65 multinational operations and, 1-41 multiple lines of operations and, 5-37 operational framework and, 7-21 reconstitution and, 6-87 sustainment and, 12-6 technology and, 7-106 tempo and, 6-45, 7-18

## T

TACON, 2-30, 2-33

tactical road march, 7-45, 8-32 tactics, 2-7, 2-12, 5-7-5-8 targeting, unified action considerations, 2-68-2-73 task organization, 2-32, 2-33, 4-101, 7-46 TCF, 4-90, 8-42, 8-70, page 4-23 technology, 1-39-1-43 CSS and, 12-62-12-63 defensive operations and, 8-6, 8-76 doctrine and, 1-45 information superiority and. 11-82-11-86 offensive operations and, 7-106-7-108 soldiers and, 1-55 tempo, 5-54, 6-59, 11-5, 11-82 adversaries and, 1-28-1-29 control of, 6-45

CSS reach and, 12-5 defense and, 4-55 digitized forces and, 1-41 element of operational design, 5-54-5-56 execution and, 7-98, 7-99, 7-101 exploitation and, 7-71 force sequencing and, 3-34 fratricide avoidance and, 4-27 initiative and, 4-51, 6-32 information and, 11-82 initiative and, 6-31 maneuver and fires and, 7-19 momentum and, 6-41 offensive and, 4-38, 7-8, 7-17-7-19, 7-78, 12-28 operational-level, 7-17 safety and, 4-26 surprise and, 7-12 sustaining operations and, 4-92 tactical-level, 7-17 technology and, 7-108 time available and, 7-91 tenets of Army operations, 4-2, 4-50-4-68, 5-11 TEP, 1-11, 2-25, 10-7, 9-10 terrain, adversary use of, 1-29 area defense and, 8-21 characteristic of land combat, 1-36 decisive, 7-86, 8-55 decisive operations and, 7-22, 8-53-8-55, 8-62 delay and, 8-31 key, 7-84, 7-86, 8-21, 9-14 METT-TC, factor of, 5-15 mobile defense and, 8-17 offensive planning and, 7-84operational-level considerations, 8-53 seizing/securing, 7-2, 7-3

CSS and, 7-90

terrain (continued) stability operations and, 9-14 urban operations and, 6-75 terrain management, 4-90, 7-97, 8-41 terrorism, 1-10, 9-37 theater missile defense, 5-29, 5-68, 8-71 theater of operations, 4-70, 4-72, 4-73 theater of war, 4-70-4-72 theater organization, 4-70-4-72 threat, 1-25-1-29, 1-45, 6-74 time available, defensive planning and, 8-58 offensive planning and, 7-91-7-92 METT-TC, factor of, 5-17 stability operations and, 9-15 Title 10 USC, 12-38, 12-45 ADCON and, 2-29, 2-34, ARFOR commander and, 2-37 ASCC commander and, 2-36, 2-37 counterdrug operations and, 10-27 armed forces functions and, 2-18 HCA and. 9-33 responsibilities, 2-34 support requirements and, 2-34 military support to civil law enforcement and, 10-24-10-31 TPFDD, 3-25, 3-27, 3-34, 3-45, 3-47, page 3-15 training, 1-51-1-52, 11-82 after-action reports and, 6-95 agility and, 3-12 anticipation and, 3-19 asymmetric attacks and, 4-114 battle focused, 1-51-1-52 civilian law enforcement officials and, 10-31 commander and, 1-51

crisis and, 3-9 defensive planning and, 8-57 deployment and, 3-11 field discipline and, 4-23, 4-24 METL and, 1-52 NBC operations and, 6-70-6-71 PME and, 9-6 possible scenarios and, 3-3 precision and, 3-41 reconstitution and, 6-84 resource allocation and, 3-44 responsiveness and, 3-9, 3-10 safety and, 4-26 stability operations and, 9-56 strategic responsiveness consideration, 3-7, 3-35-3-37 synchronization and, 3-42 tempo and, 6-25 unified action considerations, 2-76 unit preparation and, 6-24-6-25 versatility and, 3-13 transitions, 6-81-6-83, 7-19 troops and support available, 5-16, 7-88-7-89, 8-57, 9-14 TSC, 1-21, 2-37, 2-41, 2-44, 12-9, 12-43 turning movement, 7-35, 8-16, 8-55

## U

unassisted entry, 3-50
unified action, 2-1–2-2, 4-102.
See also joint operations
Air Force and, 2-19–2-20
Army METL and, 1-6
Coast Guard and, 2-24
COCOM and, 2-2
conduct of, 2-15–2-60
considerations for, 2-65–2-67
cultural considerations and, 2-82–2-84
doctrine and, 1-44

JFC role in, 1-32 Marine Corps and, 2-21-2-23 MTW and, 1-33 multinational operations and, 2-1, 2-42-2-58 national military strategy and, 1-32 Navy and, 2-21-2-23 operational environment and, 1-32-1-35 political considerations, 2-78-2-81 SOF and, 2-25-2-26 SSCs and, 1-34 military considerations, 2-66-2-77 Unified Command Plan, 4-69 unity of command, 2-48, 4-44-4-45 unity of effort, 2-2, 2-15, 7-5, 9-48 DSO and, 10-41 FHA and, 10-41 multinational operations and. 2-48-2-49 unified action and, 2-78 unity of command and, 4-45 unopposed entry, 3-49 urban operations, 1-29, 6-76-6-78

#### V

versatility, 3-13, 4-66–4-67
achieving complementary and reinforcing effects, 4-108
ARFOR, 2-37
soldiers and, 1-53–1-54
visualization, 3-21, 5-1, 5-6, 5-10–5-56, 12-9. See also commander's vision art of command and, 5-3
battlespace changes and, 4-78
commander's experience and, 5-54–5-55
COP and, 5-53

visualization (continued)
elements of operational design and, 5-24–5-25
execution and, 7-98
IPB and, 11-18
military decision making process and, 11-36
METT-TC and, 5-9
operational framework and, 4-69
planning and, 5-60
support operations and, 10-2

### W-X-Y-Z

withdrawal, 8-23-8-27, 8-30. See also retrograde WMD, 1-10, 1-40 adversary use of, 1-29 air defense and, 5-65 air defense artillery protection of, 4-23 antiterrorism and, 9-39 arms control and, 9-43 Army capabilities and, 10-23 asymmetry and, 4-113, 4-115 decisive points, 5-31 defensive execution and, 8-72 force protection and, 4-21 measures for countering use of, 6-69 multinational operations, training for, 2-76 threat in force projection, 3-55 threat of, 1-27, 1-29, 6-66-6-71, 8-13 use by terrorists, 9-37